



DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR FORCE SPACE COMMAND

DEC 31 2002

MEMORANDUM FOR CENTER, NAF AND WING COMMANDERS HQ AFSPC DIRECTORS

FROM: AFSPC/CC
150 Vandenberg St Ste 1105
Peterson AFB CO 80914-4020

SUBJECT: AFSPC End-of-Year Update 2002

1. On April 19th, I introduced my "framework for the future" to you--the men and women of Air Force Space Command. That framework consists of three priorities: our role as a Major Command, our role as a service component, and our role supporting Mr. Teets and the Air Force's emerging mission as the DoD Executive Agent for Space. Now, as 2002 comes to a close, here is a brief recap of where we've been and where I see us headed in 2003.

2. In our role as a MAJCOM in the Combat Air Forces, we are organizing, training, and equipping our space and missile forces. At the same time we are working hard on our in-place ICBM and space missions, we are presenting space capabilities as part of the Air Expeditionary Force and we continue to seek opportunities to engage in additional expeditionary operations. Our objective is to provide world-class warfighting capabilities to our Combatant Commanders--when and where they are needed--to generate combined battlefield effects.

a) One set of capabilities that we offer, and that we must not overlook, are provided by the Minuteman and Peacekeeper weapon systems. Though the Cold War is over and the threat has changed, the deterrent and prompt global strike capabilities our ICBMs provide are still very important. This year, we've continued to support the ongoing MMIII modernization and life extension programs. We've also begun the deactivation of the Peacekeeper weapon system--while maintaining alert. Most importantly, we've done all of this safely and securely in a time of heightened threat.

b) While the 20 AF provided our deterrent and strike capabilities, the 14 AF provided the bulk of our Nation's military space capabilities. For example, the importance of GPS to our military forces has been highlighted with its impact to close air support in Afghanistan. In addition, our MILSATCOM capabilities continue to prove how space provides a lifeline to expeditionary operations.

c) Although the majority of our AFSPC team focuses on our in-place ICBM and space missions--missions critical to our Nation's defense and the success of our

deployed forces--a growing number of our own folks are part of expeditionary operations. In fact, there are over 700 men and women from Air Force Space Command deployed today as essential elements of our Air Expeditionary Forces. In that respect, we have two critical missions and we're working hard on both.

d) At the same time, the men and women of the Space Warfare Center (SWC) and the Space and Missile Systems Center (SMC) are continually improving our capabilities and employment concepts. As our acquisition arm, SMC develops and acquires the systems necessary to meet our mission needs. The SWC focuses on areas such as tactics development, testing, wargaming, analysis and training. Clearly, each Center has far-reaching impact--both within the Command and across the entire spectrum of ICBM and space operations.

e) Before talking about the future, there's one other group that is absolutely critical to our success--the management headquarters. When I took command in April, I already knew this was an exceptional staff involved in every aspect of our mission. This was demonstrated as we worked through the balance of the year, turning my three priorities for the command from ideas into reality. The coming year brings with it new challenges, including a management headquarters cut, but I'm confident we can continue to meet our mission requirements and take care of our people.

f) As we press on into 2003, we'll continue developing our capabilities and integrating them with those of other manned and unmanned systems in line with our Chief's vision. A key part of both efforts includes analyses of alternatives (AoAs). One AoA will look at the follow-on to Minuteman III directed by the Nuclear Posture Review, while another will help the Air Force determine the optimal mix of sensors to provide ground moving target indication (GMTI) capabilities. We're also working hard to identify the best possible way to provide operationally responsive spacelift (ORS) in the future. Through all of these efforts, we're going to make sure we take to heart all the lessons we've learned during Operation Enduring Freedom and other current operations.

g) As you all know, to continue to be successful, we've also got to look beyond next year. If you haven't read "Strategic Master Plan FY04 and Beyond," you should. This document presents the AFSPC vision, outlines a strategy to implement this vision and defines a 25-year plan, integrated across the AFSPC mission areas, to provide the space and missile capabilities required to achieve the vision.

3. With respect to our component role, over the past year, we've seen significant changes. US Northern Command was activated and the missions of US Space Command are now the responsibility of a "new" US Strategic Command. Those changes gave us the opportunity to re-think the way we present our space and missile forces to the warfighter, and we have done just that.

a) In addition to my role as MAJCOM commander, I also serve as Admiral Ellis' AF Service Component Commander for assigned space and ICBM forces. While maintaining combatant command, he has delegated operational control of our space and ICBM forces. In turn, I have delegated tactical control to our two NAFs--the

command's warfighting arms. When the Combatant Commander talks to his component--he'll deal directly with me. That way we'll ensure our Command speaks with one voice, something that we must do.

b) As we continue working on our component role--and that's exactly how we have to think of this effort, as ongoing--there will be some changes. These changes will likely include improved ICBM and space situation awareness at the headquarters, something key to our success as a component, and further definition of our roles and responsibilities regarding actions that may be better devolved to the NAFs.

4. We are also committed to support our Undersecretary and the service's role as Executive Agent. He identified four priorities, which, in turn, have guided many of our efforts.

a) In the area of *providing assured access*, we enthusiastically support the Evolved Expendable Launch Vehicle (EELV) program. That new capability was realized this fall with successful launches of both Atlas V and Delta IV.

b) We also focused on *getting space acquisition programs back on track*. As we continue to capitalize on the integration of SMC, we have improved the interaction and cross talk between our system program offices and our operators--again, ensuring our Command speaks with one voice. In one specific example, we are defining a new launch organization that blends the talents and expertise of the operations and acquisition communities to best meet mission requirements.

c) Another priority Mr. Teets identified relates to the *best practices*, or the integration of "black and white space," and the importance of partnerships. This year we participated in a Partnership Council that includes representatives from SAF/US, NRO, USSTRATCOM, and NASA. Another example of our commitment to this integration is the NRO's participation in our Vigilant Eagle (VE) squadron command selection process. For the first time, this year's VE candidate list was used to select commanders for both AFSPC and NRO squadrons. There's much more we can do in the definition and integration of best practices. Over the next year, we will concentrate on identifying where we can combine similar practices and procedures.

d) Finally, the Space Commission identified, and Mr. Teets has reinforced, the importance of "*establishing a career path for space professional and leadership development*." In my role as the AF Career Field Manager for space, we presented our strategy for the development of our space professionals at our Fall Commanders' Conference. This will serve as the foundation for the development of the space culture identified as a necessity by the Space Commission and reinforced by our Secretary and Chief. As the year closes, we have forwarded our strategy to our senior leaders for their review and comment. Look for more details on the implementation of this strategy in the coming months.

5. It is impossible to describe where we are and where we are headed without mentioning you--our outstanding people. Since my change of command last spring, I

have tried to visit as much of the Command as possible and let me simply say that I'm impressed. I also had a chance to visit some of our airmen deployed in Southwest Asia, and I am 100% confident when I tell you that Air Force Space Command's airmen, government civilians, and contractors are doing a terrific job--wherever they are! Their professionalism and dedication to duty is unmatched and they are making my job of "unleashing the rich human potential" of this great command an easy job. You epitomize our command's motto *Guardians of the High Frontier* and it's an honor to serve with each and every member of Air Force Space Command.

6. Please pass on these comments, along with my compliments for a job well done, to all those who work with and for you. Your integrity, selfless service and excellence has convinced me that AFSPC is on the right track to support our service as we transform to a capabilities-focused expeditionary Air and Space force.

All the best,
for 2003.

cheers!



LANCE W. LORD
General, USAF
Commander